

DEFENSE LOGISTICS AGENCY

The Nation's Combat Logistics Support Agency



STRATEGIC PLAN 2018 - 2026

Amended April 2019

DIRECTOR'S INTENT

The Defense Logistics Agency (DLA) has a proud history of supporting the Warfighter. Since DLA's founding in 1961, we have remained true to two core principles, providing "effective logistics support to the operating forces of our military services" and doing so at the "lowest possible cost to the taxpayer."

We live in such a complex, rapidly-changing world; DLA must continuously review its strategy to meet global mission requirements as prescribed by the Department of Defense. This amended strategic plan reaffirms and extends our commitment to Warfighter readiness and lethality and to self-accountability. The plan describes our five lines of effort, cross-cutting efforts and critical capabilities that DLA will leverage to provide global, end-to-end supply chain solutions.



LTG Darrell K. Williams
Director, Defense Logistics Agency

LINES OF EFFORT:

Logic of Purpose – Cause and Effect

- **Warfighter First:** Strengthen Service and Combatant Command Readiness and Lethality
- **Global Posture:** Prepared for Immediate Action
- **Strong Partnerships:** Leverage the Joint Logistics Enterprise, Interagency, Industry, and Partner and Allied Nations
- **Whole of Government:** Support to the Nation
- **Always Accountable:** Assured Supply Chain, Financial and Process Excellence

CROSS-CUTTING EFFORTS:

System of Efforts for Interagency Coordination and Execution

- **Auditability:** Is Everyone's Responsibility
- **DoD Reforms:** Gain Efficiencies and Maximize Savings
- **Supply Chain Security:** Strengthening Operational Resiliency

CRITICAL CAPABILITIES:

Core Elements Essential to Delivering Sustainable Operations

- **People and Culture:** At the Heart of Everything We Do
- **Enterprise Enablers:** Innovation, Technology, Data Management and Cybersecurity

Our world-class workforce, both military and civilian, are at the heart of our ability to deliver results. I truly believe **people and culture are the "secret sauce" of DLA**, and it is indispensable to the success of our Agency. In coordination with our strategic partners, I have complete confidence in this team's ability to support our men and women in uniform and other valued customers. My confidence rests upon the understanding of "why" our people do what they do – **to serve the Warfighter and our Nation.**

DLA remains a bold, forward-leaning, and innovative organization. Our strength lies in collective, synchronized action and fierce dedication to mission accomplishment by every member of the team. Please join me in furthering the legacy of our Nation's Combat Logistics Support Agency.

DARRELL K. WILLIAMS
Lieutenant General, U.S. Army
Director, Defense Logistics Agency

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SECRETARY OF DEFENSE PRIORITIES

- Restore Military Readiness as We Build a More Lethal Force
- Strengthen Alliances and Attract New Partners
- Bring Business Reforms to the Department of Defense

DLA's MISSION

Sustain Warfighter readiness and lethality by delivering proactive global logistics in peace and war.

DLA's VISION

We are the Nation's Combat Logistics Support Agency ... Global, Agile, and Innovative; Focused on the Warfighter First!

WHY

To serve the Warfighter and our Nation!

CORE VALUES

Leadership, Professionalism, and Technical Knowledge through Dedication to Duty, Integrity, Ethics, Honor, Courage, and Loyalty.



PEOPLE AND CULTURE ARE AT THE HEART OF EVERYTHING WE DO



ABOUT DLA

As the Nation's Combat Logistics Support Agency, the Defense Logistics Agency (DLA) manages the global supply chain – from raw materials to end user to disposition – for the Army, Navy, Air Force, Marine Corps, Coast Guard, all Combatant Commands (CCMDs), other federal agencies, and partner and allied nations. DLA sources and provides nearly all the consumable items America's military forces need to operate, from food, fuel and energy to uniforms, medical supplies, and construction material.

DLA also supplies 86 percent of the military's spare parts and nearly 100 percent of fuel, manages the reutilization of military equipment, provides catalogs and other logistics information products, and offers document automation and production services to a host of military and federal agencies. Headquartered at Fort Belvoir, Virginia, DLA is a global enterprise – wherever the Nation has a significant military presence, DLA is there to support.

DLA accomplishes this with the dedicated men and women of its Major Subordinate Commands (MSCs). Four of these MSCs acquire and provide supplies and services: DLA Troop Support, DLA Land and Maritime, DLA Aviation and DLA Energy. In addition, DLA Distribution provides storage and distribution services, while DLA Disposition Services provides "reverse logistics," disposing of surplus or excess materiel from the military services and DLA. One-star general/flag officers or members of the Senior Executive Service lead these organizations. They are directly responsible for meeting customer needs and report to the three-star DLA Director.

Through a network of more than 12,000 suppliers (80 percent of them small businesses), DLA:

- Provides more than \$37 billion in goods and services annually
- Manages nine supply chains and about 5 million items
- Supports more than 2,300 weapon systems
- Employs about 27,000 employees, military and civilian
- Directly serves CCMDs through dedicated liaisons and regional commands
- Coordinates a global distribution network with U.S. Transportation Command (USTRANSCOM)
- Administers the storage and disposal of strategic and critical materials to support national defense
- Operates in most states and 28 countries
- Manages distribution centers worldwide
- Supports disaster response and humanitarian relief efforts at home and abroad
- Delivers \$8.1 billion worth of Whole of Government support, which includes state and local governments
- Supports 110 nations with \$2 billion in foreign military sales



OFFICE OF THE SECRETARY OF DEFENSE

UNDER SECRETARY OF DEFENSE
(Acquisition and Sustainment)

DEFENSE LOGISTICS AGENCY
FORT BELVOIR, VA

DLA DISTRIBUTION
New Cumberland, PA

Provides storage and distribution solutions/management, transportation planning/management and logistics planning and contingency operations; operates a global network of distribution centers.

DLA DISPOSITION SERVICES
Battle Creek, MI

Disposes of excess property by reutilization, transfer and demilitarization; conducts environmental disposal and reuse.

DLA AVIATION
Richmond, VA

Provides repair parts for aviation weapons systems, flight safety equipment, maps, environmental products and industrial plant equipment.

DLA LAND AND MARITIME
Columbus, OH

Provides repair parts for ground-based and maritime weapons systems, small arms parts, fluid handling and electronic components.

DLA TROOP SUPPORT
Philadelphia, PA

Provides food, textiles, construction material, industrial hardware and medical supplies and equipment, to include pharmaceuticals.

DLA ENERGY
Fort Belvoir, VA

Provides bulk fuel, alternative fuel/renewable energy, aerospace energy, fuel quality/technical support, fuel card programs and installation energy services.

DLA CENTCOM & SOCOM
MacDill Air Force Base, FL

DLA EUROPE & AFRICA
Kaiserslautern, Germany

DLA INDO-PACIFIC
Joint Base Pearl Harbor-Hickam, HI





AVIATION



LAND



MARITIME



ENERGY

DLA LINES OF EFFORT

U.S. interests are global, and our logistics presence must address a dynamic security environment and posture for future contingencies. Our support must ensure victory against a trans-regional multi-domain threat in an increasingly complex global environment.

We have identified five lines of effort in this strategic plan to serve as our roadmap:

LOE 1: WARFIGHTER FIRST

Strengthen Service and Combatant Command Readiness and Lethality

LOE 2: GLOBAL POSTURE

Prepared for Immediate Action

LOE 3: STRONG PARTNERSHIPS

Leverage the Joint Logistics Enterprise (JLEnt), Interagency, Industry, and Partner and Allied Nations

LOE 4: WHOLE OF GOVERNMENT

Support to the Nation

LOE 5: ALWAYS ACCOUNTABLE

Assured Supply Chain, Financial, and Process Excellence

LINES OF EFFORT AND OBJECTIVES



WARFIGHTER FIRST:

Strengthen Service and CCMD Readiness and Lethality

Our number one priority is sustaining the full range of military operations in an increasingly complex global environment.

Objective 1.1: Nuclear Enterprise

– Support the DoD Nuclear Enterprise to ensure deterrence forces remain safe, secure, reliable and ready. Our adversaries increasingly present a nuclear threat. We will continue to strengthen support to the Nuclear Enterprise.

Objective 1.2: Readiness and Lethality

– Link performance to Service and CCMD Readiness and Lethality. DLA must be ready to support Warfighters engaged in any possible operation while achieving the efficiencies our Nation and customers expect. We will prioritize wargame and exercise participation, training, and realistic logistics

scenarios that ensure we validate our Concepts of Operations (CONOPs).

Objective 1.3: Address Risk

– Ensure readiness and lethality across the end-to-end supply chain by reducing risk, improving efficiency, and optimizing retail and industrial support. DLA will continue to address risk areas (operational, cybersecurity, terrorism, counterfeiting) across Major Subordinate Commands (MSCs) and improve supply chain resiliency and security.

Objective 1.4: Predictive Technology

– Anticipate and position solutions for Warfighter requirements by combining big data, predictive analytics, automation, artificial intelligence, sustained supply chain visibility and continuous communication. Through employment of trend analysis and predictive algorithms, DLA is able to consistently predict and position the right logistics solution on time, every time.

Objective 1.5: Warfighter Trust

– Continually earn the Warfighter's trust as the Nation's combat logistics provider. DLA will make it fast and easy for Warfighters to work with our Agency by quickly understanding our customers' current requirements and anticipating their future needs.

Objective 1.6: Space Enterprise (SE)

– Provide responsive end-to-end supply chain support for the Nation's organically supported SE systems. DLA will identify and mitigate the ever-present and increasing multifaceted risks to our supply chains supporting the SE. DLA will also recognize the critical importance of evolving "Space" requirements to our warfighting capabilities across the full spectrum of peace to conflict.

Objective 1.7: Support to DoD Reform

– Reform DLA's business practices for greater performance and affordability to cut costs and return savings to the Military Services to increase readiness. DLA will continue to seek opportunities to institute meaningful, enduring change by working with our DoD, Whole of Government and Industry partners to streamline operations and deliver the best value possible.

Objective 1.8: Demand Projections

– Working collaboratively with our Service, Whole of Government and Industry partners, we will improve projections and reduce demand planning errors to increase Service readiness and the buying power for the DoD and supported Federal Agencies.





GLOBAL POSTURE:

Prepared for Immediate Action

DLA's logistics presence and posture must enable the Nation's ability to protect its global interests. The speed and complexity of global crises require resilient networks, robust partnerships, and quickly integrated teams. We will position resources for rapid use, build more deployable capabilities, and strengthen our partnerships using integrated logistics and contracting services.



DISTRIBUTION



DISPOSAL SUPPORT UNITS



RAPID DEPLOYMENT TEAMS

Objective 2.1: Strategic Positioning

– Strategically position DLA capabilities where the Warfighter needs them most. DLA supports Service Members around the world by providing comprehensive logistics support and services, even in the most austere environments.

Objective 2.2: Single Point of Entry

– Ensure DLA regional commands, customer liaisons and CONUS-based organizations synchronize DLA capabilities with their supported CCMD and customers. We will resource, train and equip these vital teams for their essential role in presenting a single point of entry for all DLA support and services.

Objective 2.3: Expeditionary Capabilities

– Exercise and deploy DLA Expeditionary Capabilities. We are highly deployable and always ready to meet missions in war and peace across the globe. We will sustain and extend the capabilities of our Rapid Deployment Teams, DLA Support Teams, Expeditionary Contracting Mission Support Teams, Deployable Depots, Disposal Support Units, and Mobile Communications Teams. DLA participates in joint training exercises to synchronize our joint logistics capabilities with U.S. Transportation Command (USTRANSCOM) and other key partners for real-world operations.

Objective 2.4: Expanded Solutions

– Expand the availability and use of logistics solutions to enable immediate action. DLA will use big data to provide accurate demand forecasts, stock levels and positioning to enable rapid responses to emerging Military Service and CCMD requirements. Our flexible, responsive contracting and global services contracts bring additional capability to the fight when conditions warrant.

Objective 2.5: Joint Reserve Force

– Enhance the DLA Joint Reserve Force's integration with DLA's Expeditionary Capability and operations. Global operations include complex differences across cultural, language, regional and physical environments. DLA will integrate the Joint Reserve Force into all DLA expeditionary operations to capitalize on its members' unique and diverse skills.

“The line between disorder and order lies in logistics”

— Sun Tzu



STRONG PARTNERSHIPS:

Leverage the Joint Logistics Enterprise, Interagency, Industry, and Partner and Allied Nations

Mission accomplishment requires close collaboration and strong relationships with critical stakeholders: the Joint Logistics Enterprise (JLEnt), other government partners, suppliers and our allies. We must sustain our partnerships and synchronize our efforts with these entities to help DoD and the Nation address immediate needs and long-term challenges.

Objective 3.1: JLEnt Partnerships

– Partner across the JLEnt to improve support for current and emerging requirements. Basing our efforts on Joint Publication 4.0, we will strengthen our partnerships through engagement with JLEnt entities and cooperatively facilitate progress toward mutual goals, objectives, and expectations of our partners.

Objective 3.2: DOD and Interagency Partnerships

– Collaborate with DoD and interagency partners to develop solutions that optimize DLA support to sustainment operations, government efficiency, major acquisition programs, business reform and policy objectives. Our focus on developing solutions and building relationships brings a full range of capabilities to the long-term, strategic goals of the U.S. government.

Objective 3.3: Industry Partnerships

– Work with industry to ensure a capable defense industrial base, generate innovative and efficient solutions, and maintain a secure and resilient supply chain. By building on our strong relationships with industry partners we'll deliver cost-effective, innovative solutions. An agency supplier engagement plan will guide us. We will continuously assess the strength of our industrial capabilities and develop responses to vulnerabilities, reduce single points of failure and implement best practices.

Objective 3.4: Public Engagement

– Engage with public entities to increase understanding and awareness of DLA's mission and operations. In collaboration with the Office of the Secretary of Defense (OSD), we will actively engage with Congress, advisory boards, public media, and other stakeholders to facilitate partnerships, raise awareness of DLA operations and highlight our contributions to the Nation.





DISASTER RELIEF



MEDICAL SUPPLIES



FIREFIGHTING EQUIPMENT



LAW ENFORCEMENT SUPPORT



FOOD PROGRAMS



FOREIGN MILITARY SALES



WHOLE OF GOVERNMENT:

Support to the Nation

DLA's global network and expertise in supply chain management can improve efficiency and increase effectiveness of our Whole of Government partners. Collaboration ensures a healthy, viable base of suppliers able to surge when needed. Working alongside these Whole of Government partners in domestic and international operations, DoD and DLA strengthen their ability to serve national interests.

Objective 4.1: Crisis Response

– Strengthen the crisis-response and contingency operations of our Whole of Government partners. DLA team members plan, organize and train to mutually support swift interagency response by proactively engaging with federal, state and local organizations. Drawing on our extensive supply chain partnerships, we develop processes, actions and policies that enable agile, rapid responses.

Objective 4.2: Provider of Choice

– Extend DLA capabilities to support daily operations of other Government Partners. While providing uninterrupted support to the Warfighter we will offer our collective expertise, focusing on supply chains and services where DLA offers a unique advantage. Drawing upon our global network of command and control capabilities, suppliers and expertise, DLA will further extend its support to the Whole of Government.

Objective 4.3: Expand Support to Federal Agencies

– Support interagency and DoD reform initiatives. DLA's core competencies can offer the most cost-effective, efficient solutions to our Whole of Government partners. We will assess other agencies' solutions for their value to the government and adopt solutions that enhance DLA's Warfighter support. We will actively participate in federal initiatives to eliminate duplication, capitalize on economies of scale and create additional Category Management opportunities for the DoD.

“Forget logistics, you lose.”

— Lt. Gen. Fredrick Franks, USA,
7th Corps Commander, Desert Storm



SUSTAIN
AUDITABILITY

MITIGATE
RISKS

ACHIEVE BEST VALUE
LOGISTICS SOLUTIONS



ALWAYS ACCOUNTABLE:

Assured Supply Chain, Financial, and Process Excellence

Trust and confidence in DLA is born from ethical behavior, reliability, and transparency. Cost-consciousness, auditability, innovation, risk assessment and mitigation, and sound business processes are the foundation of this trust. We hold partners and suppliers to the same high standards as ourselves.

Objective 5.1: Cost Consciousness

– Reinforce a cost-conscious and process-oriented culture to ensure efficient, effective and reliable operations. We promote a cost-conscious culture through stewardship and informed investment decisions using sound business acumen. We will create and refine our business processes, emphasizing cybersecurity, supply chain management and improved supply availability. We will work together to ensure interoperability across business systems and share process improvements across the enterprise and with government and industry partners.

Objective 5.2: Auditability

– Attain and sustain auditability through process excellence and sound financial stewardship. DLA will achieve an unmodified financial statement audit opinion using thoroughly documented processes, automated tools and general controls that are secure and compliant. We will continue to document,

evolve and test our processes to ensure we implement corrective actions and address deficiencies identified in the annual statement of assurance.

Objective 5.3: Value Innovation

– Innovate to achieve best-value logistics solutions. DLA always seeks opportunities to improve through process management and research and development. DLA works across the JLEnt to be more agile, adaptable and responsive to customer requirements. We are a change agent for logistics excellence in support of the Nation's strategic security objectives.

Objective 5.4: Mitigate Risks

– Strengthen risk management to ensure secure, agile and resilient combat logistics support. DLA thoroughly manages risks associated with alternatives to deliver world-class logistics support. We must pay special attention to cyber risks and data integrity across the entire supply chain.

Objective 5.5: Transform Cost Structure to Reduce Rates and Improve Transparency

– Improve alignment of DLA financial procurement and operations processes to better capture total cost of goods and services. We will reduce rates and provide greater transparency to the Warfighter and Whole of Government partners.

CROSS-CUTTING EFFORTS



AUDITABILITY:

Is Everyone's Responsibility

Auditability is a cross-cutting effort and is everyone's responsibility from the Director down to the warehouse worker and across the enterprise as a whole – we all have to do our part. The audit requires full engagement to understand our operations, adequately document processes, implement strong internal controls and enhance IT general controls. Audit sustainment will improve enterprise business operations, reduce cycle times, and ultimately maximize warfighter support. We will develop corrective action plans that address changes to the end-to-end processes that span across the enterprise, improving DLA's core business cycles – this will lead to achieving an unmodified audit opinion.



DOD REFORMS:

Gain Efficiencies and Maximize Savings

In response to the President's call for governmental reform and under the Direction of the Chief Management Officer, the Department of Defense (DoD) is reviewing, changing and singling up processes where appropriate to gain efficiencies and maximize savings to reinvest into Service readiness. To support this effort, DLA's central Reform Program Management Office coordinates with DoD reform teams and integrates reform efforts across the Agency.



SUPPLY CHAIN SECURITY:

Strengthening Operational Resiliency

Interruption of DLA supply chain operations compromises our nation's ability to deliver combat power and execute critical missions. As the nation's Combat Support Agency responsible for end-to-end management of nine supply chains supporting the Warfighter, DLA has an inherent imperative to ensure we have the proper detection, protection, and redundancy built into our systems and processes to ensure continued support to the Warfighter. Supply chains rely on system availability, information accuracy and information security, meaning not only must we accomplish cross-functional integration across the DLA enterprise, but continuously collaborate with

our stakeholders, such as suppliers and customers. Supply Chain security is a cross-cutting effort to ensure we have the connections and communication in place to operate in a contested or degraded operational environment. Our efforts are focused on maintaining the integrity and access to key data; engaging with valid and reputable vendors who produce quality supplies and services; and building resiliency and redundancy into our processes and systems to ensure continuity of operations.

CRITICAL CAPABILITIES



PEOPLE AND CULTURE:

At the Heart of Everything We Do

DLA's success depends on its greatest resource . . . our people! The DLA People and Culture Plan outlines the foundational people and cultural elements necessary as a critical capability for DLA's continued mission success. The Plan details strategies aimed at building a strong organizational culture, achieving diversity, increasing workforce competence, and enhancing employee engagement.

Our workforce must possess the skills, tools and supporting culture to meet DLA's ever changing and challenging mission demands. In previous DLA Strategic Plans, "People and Culture" was a separate line of effort that focused on building and sustaining a workforce capable of meeting current and future mission requirements. Under this Strategic Plan, we are calling out People and Culture as a foundational, critical element of everything we do, and therefore have created a separate companion human capital plan appropriately titled the "DLA People and Culture Plan (P&CP)."

In doing so, we acknowledge that our people are the "secret ingredient" to DLA's success, and a dedicated, focused human capital plan is necessary to ensure that we attract, retain and sustain a highly skilled, diverse and engaged workforce. The P&CP is an internal document focused on overarching guidance for developing capacity and capabilities in alignment with DLA's priorities and lines of effort addressed in the strategic plan.

The P&CP highlights People and Culture as foundational elements necessary for our continued mission success. It establishes specific objectives to ensure DLA has a mission-ready workforce, engaged leadership, and a supportive organizational culture on which to build and sustain the elements of the DLA Strategic Plan.

Objective 1: Develop Leaders

– It is essential that DLA’s managers and supervisors effectively lead an increasingly diverse and modern workforce to unlock the full potential of the workforce’s backgrounds, experiences, and perspectives in a technologically advanced workplace. We must assess and improve our current leadership model and leadership competencies to cultivate supervisors who are prepared to successfully manage in this evolving environment.

Objective 2: Resource the Enterprise

– People are DLA’s most important asset. Without a trained and skilled workforce, the Agency cannot accomplish the DLA mission. DLA must complement its recruitment and retention strategies with a variety of paths to career success. Attracting and retaining a highly skilled, diverse workforce requires a comprehensive strategic approach, innovative recruitment efforts, and the right balance between speed and quality in the hiring process.

Objective 3: Manage the Talent

– DLA Human Resources will partner with Agency leaders and Functional Community Managers (FCMs) to assess emerging and future mission imperatives that may require new enterprise and occupational competencies. We will continue developing and updating career maps that identify learning and development opportunities to help employees chart their career path. All of this comprises a comprehensive talent management approach that will position the Agency for success.

Objective 4: Sustain Our People

– DLA relies on a large and diverse workforce to meet its mission. The key to DLA’s future success is to develop a flexible workforce with a focus on safety and security that is capable of meeting and overcoming obstacles and able to adapt to changes. Our capacity to respond to pressure and the demands of daily life and crisis operations, to absorb those demands, to flex with them, and to recover and return to both the DLA mission and our personal lives is crucial to maintaining work/life balance.

Objective 5: Fortify the Culture

– DLA has used surveys for a number of years to assess the current culture and identify ways to improve it, with the overarching purpose of developing and sustaining a high-performance culture. The surveys provide a confidential mechanism for employees to share feedback on their work environment, resulting in opportunities for DLA employees and leaders to engage in thoughtful, data-driven discussions that lead to informed action and improve our collective performance.



Objective 6: Perform and Reward

– DLA is committed to creating a culture of high organizational effectiveness that focuses on employee engagement, development, performance, and accountability. The benefits of a successfully implemented performance management and appraisal program includes a workforce where every employee’s duties are aligned with the organization’s goals and objectives and where employees understand the importance of the work they do every day.

Objective 7: Build Connections

– DLA must develop and implement opportunities for collaboration in a manner that reduces stovepipes and gains efficiencies across organizations. DLA must also cultivate an inclusive environment that engages employees, makes them feel respected and provide the tools and flexibilities at all levels that maximizes individual and collective potential.

Objective 8: Protect the Workforce

– Leverage and enhance the DLA Safety & Occupational Health (SOH) program to build a culture focused on reducing the risk of injury or illness to the workforce and maintaining a safe and healthy workplace.

EXECUTING THE PLAN

DLA organizations will use the P&CP as a directional guide to develop specific initiatives and lines of effort to achieve or make progress toward the objectives. This will be a combination of enterprise efforts led by organizations such as DLA Human Resources and DLA Equal Employment Opportunity, as well as organizational initiatives implemented by MSCs and other DLA activities. These initiatives will be reflected and tracked in Operating Plans, and nested under the objectives and guidance provided in the P&CP.



ENTERPRISE ENABLERS:

Innovation, Technology, Data Management and Cybersecurity

In DLA, we recognize innovation, data management, technology and cybersecurity are intertwined. These four critical capabilities support the DLA Lines of Effort and are essential for the DLA workforce to accomplish our strategic and operational objectives. We will continue to focus on all four as enablers to help drive the constant transformation required to meet rapidly shifting Warfighter needs. With innovation, our technology stays fresh, and allows us to grow and exploit our data. As we promote an innovative culture, we will continue to transform how we drive business improvements with emerging technologies, how we source and develop our systems, applications and services, and automating tasks to allow the workforce to focus on those tasks that provide the greatest value to our Warfighter.

Objective 1: Innovation

– Innovate to achieve best-value logistics solutions. DLA always seeks opportunities to improve through process management and research and development. We are a change agent for logistics excellence in support of the Nation's strategic security objectives.

Objective 2: Data Management

– Treat the Agency information as a valued resource, both financially and as a knowledge base. Realize value from data, which is accomplished by focusing on the data as an asset, understanding data in support of the overall enterprise strategy, and leveraging (e.g., analyzing) that data in new and innovative ways.

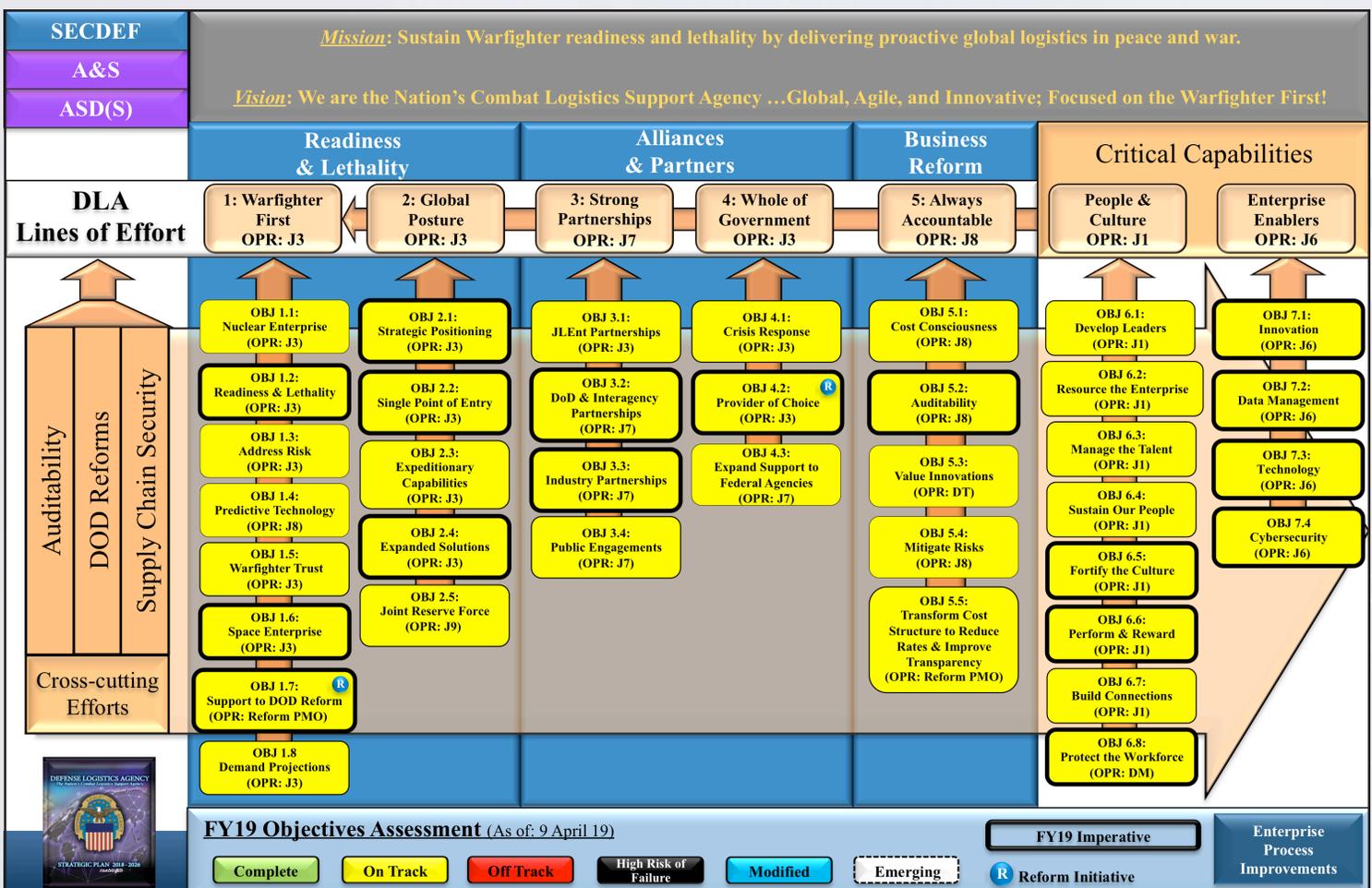
Objective 3: Technology

– Information Technology (IT) is a major enabler of DLA with regards to efficiently and effectively performing its mission. IT is integrated throughout all processes, facilitating the DLA workforce to be the best at what they do. DLA's IT must be reliable, responsive, available, current, and secure to perform the mission. Our technology must also ensure we have reliable information available on demand. It must also be easily adaptable and scalable, to integrate and keep pace with emerging mission needs.

Objective 4: Cybersecurity

– Leveraging state of the art technology and tactics, techniques, and procedures designed to continuously monitor, detect, respond, and protect DLA's mission critical data and enabling technology capabilities against an ever growing, advanced, and persistent cyber threat.

DLA STRATEGY MAP: MONITOR PERFORMANCE



GLOSSARY OF TERMS

ALLIED NATIONS

Includes nations that the Secretary of Defense may enter into a formal agreement, usually to provide security, research, or financial assistance.

Specifically, these nations break down into groups, each with a different set of laws governing the level of assistance the U.S. Defense Department can provide. Those groups are: North Atlantic Treaty Organization (NATO) nations (to include NATO organizations), a major non-NATO ally (MNNA), and any other friendly foreign country.

MNNA means a country (other than a member nation of the North Atlantic Treaty Organization) that is designated as a major non-NATO ally for purposes of this section by the Secretary of Defense with the concurrence of the Secretary of State. [10 USC § 2350a(i)(2)]

COMBATANT COMMAND (CCMD)

A unified or specified command with a broad continuing mission under a single commander established and so designated by the President, through the Secretary of Defense and with the advice and assistance of the Chairman of the Joint Chiefs of Staff. Combatant commands typically have geographic or functional responsibilities. (JP 1)

CONTINGENCY OPERATION

A military operation that is either designated by the Secretary of Defense as a contingency operation or becomes a contingency operation as a matter of law. (Title 10, United States Code, Section 101[a][13]). (JP 1)

DOD NUCLEAR ENTERPRISE

The federation of separate nuclear activities across the U.S. Armed Services and Defense Department agencies for the execution of a wide range of nuclear and non-nuclear activities. (2014 independent Nuclear Enterprise Review Report)

END-TO-END SUPPLY CHAIN

The full scale of “The linked activities associated with providing materiel from a raw material stage to an end user as a finished product.” (JP 1-02)

INDUSTRIAL BASE (ALSO DEFENSE INDUSTRIAL BASE)

The Department of Defense, government, and private sector worldwide industrial complex with capabilities to perform research and development, design, produce, and maintain military weapon systems, subsystems, components, or parts to meet military requirements. (JP 3-27)

INTERAGENCY

Of or pertaining to United States Government agencies and departments, including the Department of Defense. (JP 3-08)

JOINT LOGISTICS ENTERPRISE (JLENT)

A multi-tiered matrix of key global logistics providers cooperatively engaged or structured to achieve a common purpose without jeopardizing the integrity of their own organizational missions and goals. (JP 4-0)

NOTE: This list of providers is defined in Joint Publication 4.0, as “the Services, combatant commands (CCMDs), USTRANSCOM, Joint Staff J3 and Joint Staff J4 - interagency, nongovernmental, multinational, and industrial resources.”

LETHALITY

The ability of U.S. Armed Services to apply decisive force.

MAJOR SUBORDINATE COMMANDS (MSC)

DLA's title for commands under the administrative and operational control of DLA's Director. DLA previously referred to these organizations as Primary Level Field Activities (PLFAs).

OPERATION

A sequence of tactical actions with a common purpose or unifying theme. (JP 1)

A military action or the carrying out of a strategic, operational, tactical, service, training, or administrative military mission. (JP 3-0)

OPERATIONAL ENVIRONMENT

A composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander. Also called OE. (JP 3-0)

PARTNER NATIONS

A nation that the United States works with in a specific situation or operation. (JP 1)

In security cooperation, a nation with which the Department of Defense conducts security cooperation activities. (JP 3-20)

RESILIENCY

The ability of a person, program, or organization to perform functions necessary for mission success. For DLA, our supply chains, cyber operations and employees can respond across a wider range of scenarios, conditions, and threats, in spite of hostile action or adverse conditions.

SERVICE MEMBERS

Includes personnel from the Army, Navy, Air Force, Marine Corps, Coast Guard, and National Guard Bureau.

WARFIGHTER

A member of the U.S. Armed Forces.

WHOLE OF GOVERNMENT

For domestic operations, USG departments and agencies aspire to a whole of government approach. This approach involves the integration of United States Government efforts through interagency planning that set forth detailed concepts of operations. (JP 3-08)

NOTE: For the purposes of this document and DLA, a Whole of Government approach can and does encompass international operations (likely using interagency and international agreements).

This Strategic Plan was made possible by the significant contributions from our MSCs, HQ staff, regional commands, and all those who volunteered to review the document. A special thanks to those junior red team members who had a unique opportunity to influence DLA's strategy.



Director's Call to Action:

MOVE OUT AND EXECUTE!

We have a great strategic plan – it's now time to move out and execute it. These five lines of effort clearly define our priorities and give us the direction we need to meet the needs of the Warfighter. Think of this plan as a roadmap, guiding us as we make decisions that enable our Nation's men and women in uniform to achieve mission success.

We will further refine the plan through Implementation Guidance and Dynamic Operating Plans. We will track progress, make course corrections where needed, and stay laser-focused on metrics, connecting outcomes with leadership performance.

I urge each of you to do your part in helping the Agency carry out this plan. This will give us the best chance of anticipating and overcoming the unforeseen challenges we know are in our future. We have a phenomenal team here at DLA, fueled by a deep commitment to serve the Warfighter and our Nation. Go forth and do great things — this is your call to action!



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